

U.S. Department of Energy

Corporate
Education, Training, and
Development

Business Plan Action Plan *(Draft)*



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INTRODUCTION

Introduction

The Department of Energy's Education, Training and Development Action Plan is a companion piece to the Department's Education, Training and Development Business Plan. The Business Plan outlined a number of Corporate performance objectives, measures and expectations. As the performance expectations were finalized, performance tasks were developed to identify the subtasks, milestones and projected resources needed to accomplish the performance objectives and expectations.

This Action Plan will contain the performance action task sheets, milestone charts, monthly status reports and copies of completed products. The Action Plan is a fluid document and will be updated regularly. The intent of the Action Plan is to provide the Training and Development Management Council and other interested parties with a "snapshot" status report of progress the Department is making toward meeting the performance objectives and expectations set forth in the Business Plan as follows:

Corporate Education, Training, and Development Performance Objectives

Performance Objective 1	Improve and Maintain Workforce Competence.
Performance Objective 2	Provide Education, Training, and Career Development Services in a Cost-effective Manner.
Performance Objective 3	Establish a Corporate Training Management System.
Performance Objective 4	Partner with other Federal Agencies, DOE Contractors, State and Local Governments, Academia, and Non-Profit Organizations to Share Resources and Provide Cross-Cutting Training in a Cost-Effective Manner.
Performance Objective 5	Optimize the Use of Technology-Supported Learning.
Performance Objective 6	Adopt and Apply Relevant and Established Corporate Training Standards, Criteria, and Metrics for Consistent Development, Delivery, and Evaluation of Training.
Performance Objective 7	Implement and Evaluate the Corporate Education, Training, and Development Program.
Performance Objective 8	Implement Steps to Improve Contractor Employee Training Performance.

The Action Plan contains the following information:

Organizational Chart

An organizational chart is included that shows the reporting structure of the task managers to the Management Council.

Performance Task Sheets

Includes performance objective, measures and expectations, name of the task manager, the organizational champion, steps and milestones to complete the task and projected resources needed to complete the tasks.

Project Milestone Charts

Project milestone charts are included and will be updated regularly. There are individual milestone charts and a summary chart for all tasks.

Monthly Status Reports

Task managers provide the Executive Secretary of the Management Council with monthly status reports on their tasks.

Cumulative Task Cost Summary Charts

Cumulative task cost charts will be included and updated regularly. Individual task costs will be reported and tracked monthly.

Completed Products

Each task identifies products and/or services to be produced as a result of meeting the performance objectives. When feasible, copies of these products will be added to this Implementation Plan. If a product is too large for inclusion in the Plan, a reference page will be added that identifies how to obtain a copy of the product.

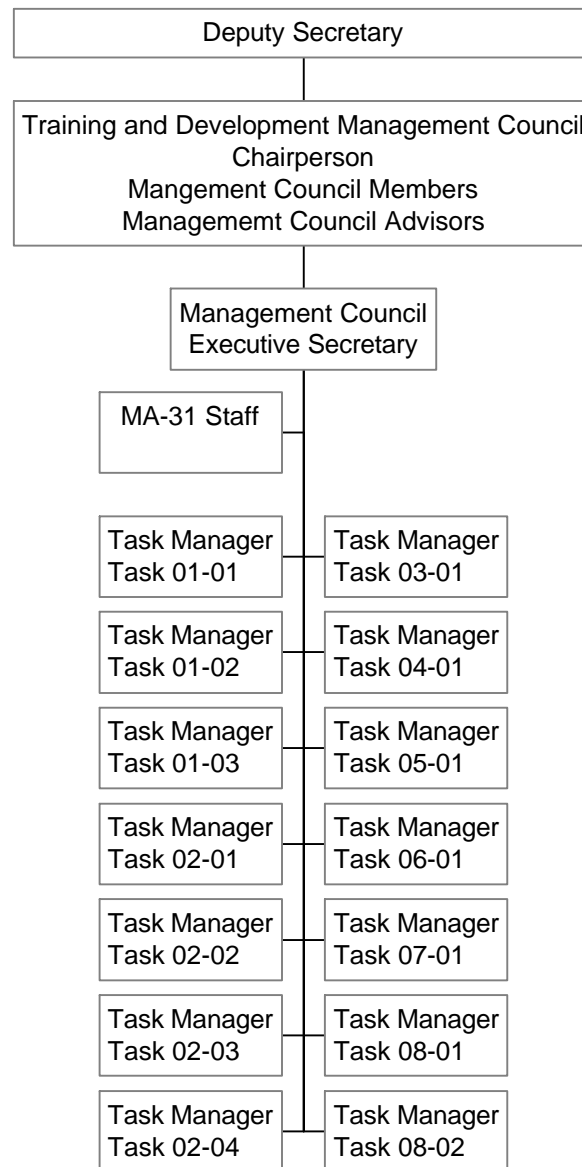
Minutes of Task Manager Meetings

Summary notes of the Task Manager meetings will be included.

ORGANIZATIONAL CHART

Department of Energy
Corporate Education Training and Development
Business Plan

ACTION PLAN ORGANIZATIONAL CHART



September 1999

PERFORMANCE TASK SHEETS

TASK 1-1	Training Plans/Individual Development Plans/Needs Assessments				
Performance Objective: Improve and maintain workforce competence					
Performance Measures: In order to support mission accomplishment and performance improvement as well as provide developmental opportunities for employees, DOE elements will have a Training Plan, an Individual Development Plan program, and will complete periodic needs assessments to identify critical training and development needs.					
Performance Expectation:					
1.1.1 Revise DOE Order 360.1 and associated guidance to clarify the importance of IDPs and supervisor requirements in establishing and maintaining individual development plans by 9/30/99. (Task Lead - B. Joyce)					
1.1.2 Revise internal DOE training regulations to more clearly define the essential elements of a training plan and how training plans, needs assessments, and employee IDPs need to be better integrated to make effective use of training in support of mission improvement by 9/30/00. (Task Lead - B. Joyce)					
1.1.3 Finalize guidance on how to integrate training plans, IDPs, and training needs assessments and issue guidance by 12/31/99. (Task Lead - C. Thomen)					
1.1.4 Revise current training plan guidance to provide more options for smaller organizations and better define training plan requirements by 01/31/00. (Task Lead - C. Thomen)					
1.1.5 Update job analysis and individual training needs assessments for critical nuclear safety and technical operations positions by 12/31/00. (Task Lead - D. Roth, also responsibility of FTCP)					
Performance Action Milestones:		Start Date	End Date	Labor Estimate	
				Fed Hrs	Contr Hrs
FY1999 Milestones Achieved		10/01/98	09/30/99		
Team formation and initial planning		12/01/98	03/31/99	10	
Face to Face meeting, Washington, D.C.		06/21/99	06/22/99	130	
Team reporting to management, monthly task sheets		01/01/99	09/30/99	10	
Team Tele-conferences and Team members discussions (monthly)		01/01/99	09/30/99	35	25
Guidance research, draft, revision and editing		03/01/99	09/30/99	200	180
FY2000 Milestones Planned		10/01/99	09/30/00		
Finalize guidance and distribute to Program Elements and Field Offices for comment/use			10/30/99	40	40
Incorporate comments, finalize, and publish document		11/01/99	12/31/99	100	160
*Develop data call to establish IDP baseline		04/15/00	05/15/00	TBD	TBD
*Send data call to Program/Field Offices		05/31/00	05/31/00	TBD	TBD
*Analyze data to determine guidance usefulness		07/01/00	08/01/00	TBD	TBD
FY2001 Milestones Planned		10/01/00	09/30/01		
None Yet					
Subtotals				525	405
Travel (FY99, AL to WASH \$900) None planned yet for FY00				Travel	\$ 900
				Other direct costs	\$ 0
Additional Comments: These three corporate actions will be assumed by MA/HQ after issuance of final guidance document					
Task Manager: C. Thomen (AL)				Date: 09/30/99	
Executive Secretary Training and Development Management Council:				Date:	

TASK 1-2	Federal Technical Capability Program Support and Development				
Performance Objective: Improve and Maintain Workforce Competence					
Performance Measures: Percentage of complete commitments in the Implementation Plan 93-3 and Action Items established by the Federal Technical Capability Panel (FTCP) in accordance with the directions of the FTCP chair to improve DOE Technical Capability in Defense Nuclear Facilities Programs.					
Performance Expectation: 1.2.1 All of the initial commitments of the 93-3 Implementation Plan will be completed by 9/30/99.					
Performance Action Milestones:		Start Date	End Date	Labor Estimate	
				Fed Hrs	Contr Hrs
FY1999 Milestones Achieved		10/01/98	09/30/99		
All of the initial commitments of the 93-3 Implementation Plan were completed		10/01/98	09/30/99	3000	3000
FY2000 Milestones Planned		10/01/99	09/30/00		
FY2001 Milestones Planned		10/01/00	09/30/01		
Subtotals				3000	3000
				Travel	\$ 0
				Other direct costs	\$ 0
Additional Comments: All FY99 commitments from 93-3 Implementation Plan were completed. Closure of 93 Implementation Plan is expected in October 1999. This performance measure will be updated to reflect support for FTCP FY2000 Action Plan. FTCP shares responsibility to complete the following performance expectation identified in Task 01-01:Update job analysis and individual training needs assessments for critical nuclear safety and technical operations positions by 12/31/00.					
Task Manager: D. Roth (MA-31)				Date:	
Executive Secretary Training and Development Management Council:				Date:	

TASK 1-3	Management And Supervisory Training			
Performance Objective: Improve and maintain workforce competence				
Performance Measures: A completed management, supervisory, and team leader training framework document. Identification and definition of minimum training for new supervisors, managers, and team leaders will be identified, e.g. equal employment opportunity and diversity awareness.				
Performance Expectation: 1.3.1 The framework document will be completed by 9/30/99. 1.3.2 Identification and definition of recommended training for new supervisors, managers, and team leaders will be identified by 1/31/00.				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
1.3.1 - Submitted to management for review <ul style="list-style-type: none"> Signature memoranda regarding two products: <ol style="list-style-type: none"> Pilot training program to be conducted the 1st quarter of FY2000 Guidance and consolidation of resource information identifying and describing leadership competencies for supervisors, managers, and team leaders matched with courses and seminars. Educational and developmental options and opportunities are also described 	10/1/98	09/30/99		
FY2000 Milestones Planned	10/01/99	09/30/00		
1.3.2 Pilot training program	10/1/99	12/31/99		
1.3.2 Guidance and consolidation of resource information identifying and describing leadership competencies for supervisors, managers, and team leaders matched with courses and seminars. Educational and developmental options and opportunities will also be described	10/1/99	1/31/00		
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			0	0
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: W. Jones (MA-31)			Date:	
Executive Secretary Training and Development Management Council:			Date:	

TASK 2-1	Average Training Cost Per Employee			
Performance Objective: Provide training, education, and career development services in a cost-effective manner.				
Performance Measures: DOE's average training cost per employee is in alignment with similar Federal agencies and the private sector. Contractor training cost will be benchmarked against industry standards.				
Performance Expectation: 2.1.1 DOE's average training cost per employee will be in alignment with similar federal agencies and the private sector by 12/31/99. 2.1.2 Contractor training costs will be benchmarked against industry standards by 12/00. (TRADE responsibility)				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
Reviewed FY 1997 DOE training costs from American Society for Training and Development (ASTD) Benchmarking Forum, with particular attention to costs associated with Recommendation 93-3	2/9/99	2/10/99	8	
Conducted telephone survey of Federal agencies in the metro Chicago area to determine how training costs are calculated, and the average cost per employee.	2/8/99	2/12/99	10	
Reviewed ASTD FY 1997 training cost data from similar Federal technical agencies and private sector organizations, and performed comparative analysis against DOE training costs.	2/17/99	2/3/99	15	
Draft Training Cost Data Elements model completed and distributed for review by the TDCG and DOE Federal Trainers Special Interest Group (DFTSIG). (TRADE responsibility)				
FY2000 Milestones Planned	10/01/99	09/30/00		
Complete review of comments to draft Training Cost Data Elements model, and resolve comments through incorporation in revised cost data elements model, or response to the reviewer. (TRADE)				
Present "near-final" version of cost data elements model at TRADE workshop for acceptance by TRADE Exec. Committee	11/16/99	11/19/99		
Incorporate changes to cost elements model and provide to MA-31 for distribution. (TRADE)				
Repeat comparative analysis utilizing CHRIS Training Administration Module. (MA-31 responsibility)				
Benchmark contractor training costs against industry standards. (TRADE responsibility)				
FY2001 Milestones Planned	10/01/00	09/30/01		
Repeat comparative analysis utilizing CHRIS Training Administration Module. (MA-31 responsibility)				
Subtotals			33	0
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments: Implementation of the CHRIS Training Administration Module is expected to lower the time and effort required for future data calls. Travel costs are based on one additional meeting of Task Managers.				
Task Manager: R. Griswold (CH)			Date: 10/4/99	
Executive Secretary Training and Development Management Council:			Date:	

TASK 2-2	Duplicate Training Courses			
Performance Objective: Provide training, education, and career development services in a cost-effective manner.				
Performance Measures: A process is in place to minimize duplicate training development efforts. The Training Resources and Data Exchange (TRADE) will identify participating contractor organizations and will foster the use of this process to minimize duplicate contractor training development efforts.				
Performance Expectation: 2.2.1 A process is in place to minimize Federal and contractor duplicate training development efforts by 12/31/99.				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
Identify Task 2-2 Work Group	03/01/99	03/31/99	10	
Identify process for minimizing duplication of training	03/31/99	04/30/99	20	35
Develop ListServ database and draft policy	05/01/99	07/14/99	20	140
Develop handbook	07/14/99	08/01/99		44
Beta test ListServ database and review policy	08/01/99	08/15/99	20	46
Identify Federal and contractor training POCs for ListServ participation (via MA for Feds and TRADE for contractors)	08/15/99	08/30/99	5	20
Incorporate ListServ and Policy Changes	08/15/99	08/30/99	5	16
Implement ListServ system	09/04/99	08/01/99		
FY2000 Milestones Planned	10/01/99	09/30/00		
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			80	301
			Travel	\$ 700
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: D. Devine (AL)			Date:	
Executive Secretary Training and Development Management Council:			Date:	

TASK 2-3	Training Centers of Excellence			
Performance Objective: Provide training, education, and career development services in a cost-effective manner.				
Performance Measures: Develop a policy regarding the purpose, use, support for and services provided by Training Centers of Excellence. Establish six Training Centers of Excellence to foster sharing of Federal and contractor training resources, reduction in development of duplicate training, and provision of quality training in a specific topical/functional area, e.g., project management.				
Performance Expectation: 2.3.1 Develop a policy regarding the purpose, use, support for and services provided by Training Centers of Excellence by 09/30/99. 2.3.2 Six Training Centers of Excellence will be established by 12/31/00.				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
FY2000 Milestones Planned	10/01/99	09/30/00		
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			0	0
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: D. Van Steinburg, S. Young, T. Lockett, D. Roth (MA-31)			Date:	
Executive Secretary Training and Development Management Council:			Date:	

TASK 2-4	On-The-Job (OJT) Training Guides				
Performance Objective: Provide training, education, and career development services in a cost-effective manner.					
Performance Measures: Federal and contractor OJT guides are cataloged and made available to all Program Elements and Field Offices. A data call will be conducted and the Training and Data Resource Exchange will support identification of contractor OJT guides.					
Performance Expectation: <div style="margin-left: 40px;"> 2.4.1 A data call will be conducted and the Training and Data Resource Exchange will support identification of contractor OJT guides. </div> <div style="margin-left: 100px;"> 2.4.2 Federal and contractor OJT guides are cataloged and made available to all Program Elements and Field Offices by 06/30/00. </div>					
Performance Action Milestones:		Start Date	End Date	Labor Estimate	
				Fed Hrs	Contr Hrs
FY1999 Milestones Achieved		10/01/98	09/30/99		
Identified model study guides to use as example				20	50
FY2000 Milestones Planned		10/01/99	09/30/00		
Data call to all sites for their study guides (no UCNI or classified information should be returned)		10/31/99	12/31/99	75	100
Catalog all materials received and place on CTED homepage		01/01/00	02/28/00	25	50
FY2001 Milestones Planned		10/01/00	09/30/01		
Subtotals				120	200
				Travel	\$ 0
				Other direct costs	\$ 0
Additional Comments: It is difficult to determine labor estimates for other sites to gather and transmit their study guides. Labor rates will depend on how materials are cataloged and stored at each site.					
Task Manager: A. Corbett (SR)			Date:		
Executive Secretary Training and Development Management Council:			Date:		

TASK 3-1		CHRIS Training Administration Module		
Performance Objective:		Establish a corporate training management information system.		
Performance Measures:		Complete an implementation plan, pilot CHRIS Training Administration and implement complex-wide.		
Performance Expectation:		3.1.1 Complete an implementation plan, pilot CHRIS Training Administration and implement complex-wide in FY2000. 3.1.2 Contractors will produce training data compatible with the corporate CHRIS database by 12/00.		
Performance Action Milestones:		Start Date	End Date	Labor Estimate
				Fed Hrs
FY1999 Milestones Achieved		10/01/98	09/30/99	
FY2000 Milestones Planned		10/01/99	09/30/00	
FY2001 Milestones Planned		10/01/00	09/30/01	
Subtotals			0	0
Travel				\$ 0
Other direct costs				\$ 0
Additional Comments:				
Task Manager: E. Levine (MA-31)			Date:	
Executive Secretary Training and Development Management Council:			Date:	

TASK 4-1	Training Partnerships/Regional Training Councils				
Performance Objective: Partner with other Federal agencies, DOE contractors, State and local governments, academia, and non-profit organizations to share resources and provide cross-cutting training in a cost-effective manner.					
Performance Measures: Amount of cost savings (or cost avoidance) attributed to training partnerships/training councils.					
Performance Expectation: 4.1.1 Cost savings (or cost avoidance) baseline will be established by 12/31/99. 4.1.2 Cost savings (or cost avoidance) due to training partnerships and/or participation in training councils will increase by the end of FY00.					
Performance Action Milestones:		Start Date	End Date	Labor Estimate	
				Fed Hrs	Contr Hrs
FY1999 Milestones Achieved		10/01/98	09/30/99		
Task Team was established to represent various field offices that have established successful training partnerships		01/01/99	01/31/99	4	
Develop an Action Plan to outline tasks, milestones, and responsibilities		02/01/99	02/28/99	4	
Face to face meeting was held in conjunction with TDCG meeting		03/08/99	03/08/99	3	
Conduct research in existing training partnerships & training councils (establish survey and distribute to DOE Training Community)		02/01/99	04/30/99	12	2
Analyze data received from survey, which included benchmarking cost avoidance/savings attributed to training partnerships and/or training councils for FY98.		05/01/99	06/30/99	24	16
FY2000 Milestones Planned		10/01/99	09/30/00		
Develop draft guidance on forming training partnerships and training councils		05/01/99	10/31/99	160	36
Issue draft guidance to Program Elements and Field Offices for comment/review		10/31/99	11/30/99	16	40
Incorporate comments, finalize guidance and distribute to Program Elements and Field Offices		11/30/99	12/31/99	120	40
Establish cost avoidance/savings baseline for FY 1999		10/01/99	12/31/99	80	40
*Revise cost savings/cost avoidance figures on an annual basis (FY00, 01)					
*Issue annual status report of performance results vs. performance expectation to Program Elements and Field Offices					
FY2001 Milestones Planned		10/01/00	09/30/01		
Subtotals				423	174
				Travel	\$ 3,200
				Other direct costs	\$ 0
Additional Comments: *The two noted corporate actions will be assumed by MA/HQ after issuance of final guidance document.					
Task Manager: L. Guerra (AL)				Date:	
Executive Secretary Training and Development Management Council:				Date:	

TASK 5-1	Technology-Supported Learning Program			
Performance Objective: Optimize the use of technology-supported learning.				
Performance Measures: Both Technology-Supported Learning Implementation Plan and TSL Pilot Project completed.				
Performance Expectation: 5.1.1 TSL Implementation Plan will be developed and produced by 09/30/99. 5.1.2 Pilot projects demonstrating TSL-based training courses will be completed by 12/31/99.				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
TSL Headquarters Synchronous Online Pilot	01/02/99	03/31/99	60	600
TSL Field Synchronous Online Pilot	04/01/99	05/31/99	20	200
TSL Implementation Plan Complete (awaiting approval for posting)	01/02/99	09/30/99	100	400
FY2000 Milestones Planned	10/01/99	09/30/00		
Establish registration and records system for DOE Virtual University	10/01/99	01/31/00	80	600
HTML Web-based course available to Corporate DOE via Virtual University	11/01/99	01/31/00	100	600
Online Exam available to Corporate DOE via Virtual University	01/10/00	04/30/00	100	600
Multi-site High-bandwidth course available to Corporate DOE via Virtual University	04/01/00	07/31/00	100	600
Hybrid Synchronous/Asynchronous course available to Corporate DOE via Virtual University	07/01/00	10/31/00	100	600
Specification for full-scale development of Virtual University Administrative Infrastructure/Systems	10/01/99	09/30/00	200	600
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			860	4800
			Travel	\$ 20,000
			Other direct costs	\$ 10,000
Additional Comments: The TSL Implementation Plan delineates tasks through FY2000 only. During FY2000 detailed tasks and milestones will be defined for FY2002.				
Task Manager: T. Luckett (MA-31)		Date: 10/05/99		
Executive Secretary Training and Development Management Council:		Date:		

TASK 6-1	DOE Corporate Handbook of Training Standards, Criteria and Metrics			
Performance Objective: Adopt and apply relevant and established corporate training standards, criteria, and metrics for consistent development, delivery, and evaluation of training.				
Performance Measures: DOE Corporate Handbook on Training Standards, Criteria and Metrics developed, approved and promulgated.				
Performance Expectation: 6.1.1 The Training and Development Coordinating Group (TDCG) meets, as needed, to review, revise, adopt and apply relevant and established corporate training standards, criteria and metrics. (MA-31 responsible for this expectation) 6.1.2 A DOE Corporate Handbook of Training Standards, Criteria and Metrics developed and promulgated by 06/30/00.				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
Planning and developing chapter outlines	3/9/99	7/30/99	160	20
Compiling draft handbook	8/5/99	9/30/99	36	0
FY2000 Milestones Planned	10/01/99	09/30/00		
Draft handbook distributed to task team for comments	10/01/99	11/30/99	160	
Draft refined and submitted to TDCG for review	12/1/99	1/31/00	80	
Second draft to TDCG for review	2/1/00	2/28/00	60	
Edit draft	3/1/00	4/30/00	60	
Final handbook published	5/1/00	6/30/99	100	
FY2001 Milestones Planned	10/01/00	09/30/01		
Updates and revisions as needed			100	
Subtotals			756	20
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: C. Byrd (ID)			Date:	
Executive Secretary Training and Development Management Council:			Date:	

TASK 7-1	Implementation and Evaluation of the Corporate Education, Training and Development Program			
	Performance Objective: Implement and evaluate the corporate education, training and development program.			
	Performance Measures: Availability of necessary resources to meet the performance objectives of the Corporate Education, Training, and Development Business Plan. Plan evaluated for effectiveness.			
	Performance Expectation: 7.1.1 Resource issues and options will be developed and addressed by the Training and Development Management Council.			
	7.1.2 The Management Council will evaluate the overall effectiveness of the Corporate Education, Training and Development Business Plan by 12/31/01.			
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
FY2000 Milestones Planned	10/01/99	09/30/00		
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			0	0
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: Chairperson, TDCG			Date:	
Executive Secretary Training and Development Management Council:			Date:	

TASK 8-1	Contractor Training Performance Objectives and Measures			
Performance Objective: Implement steps to improve contractor employee training performance				
Performance Measures: Revised training performance objectives appropriate for inclusion in contracts, authorization agreements, or other controlling documents and institutionalized processes for establishing contractor training performance objectives. The revision to DOE Order 350.1 contains an appendix that provides example performance measures related to contractor training. The revision to DOE O 350.1 also contains a Contractor Requirements Document that specifies contractor training requirements that are consistent with the corporate approach to training and objective of the Business Plan.				
Performance Expectation: 8.1.1 Best practices for existing performance measures related to contractor employee training will be benchmarked and model performance measures will be devised by 9/30/99. 8.1.2 Revised DOE Order will be submitted to the directives system by 9/30/99.				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
Sample performance measures were included as attachment to draft Chapter X, DOE Order 350.1, Contractor Training. Memorandum forwarding draft chapter to Directives for processing was signed by Tim Dirks, Director-Office of Human Resources Management, on 9/30/99.	10/01/98	09/30/99	3	
Memorandum forwarding draft Chapter X, DOE Order 350.1, Contractor Training, to Directives for processing was signed by Tim Dirks, Director-Office of Human Resources Management, on 9/30/99.	10/01/98	09/30/99	80	
FY2000 Milestones Planned	10/01/99	09/30/00		
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			83	0
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: D. Roth, B. Pearce (MA-31)			Date: 10/01/99	
Executive Secretary Training and Development Management Council:			Date:	

TASK 8-2	Cost Avoidance through Sharing of Training Resources Among the Contractors			
Performance Objective: Implement steps to improve contractor employee training performance				
Performance Measures: TRADE will: (1) address improved cost management of contractor training; (2) pursue with DOE the development of contractor training performance measures; (3) address innovative training technologies that will further reduce the cost of training; (4) seek opportunities for sharing and partnering among DOE contractor organizations to address effective use of training resources, and (5) increase contractor cost avoidance through sharing of training programs and materials.				
Performance Expectation: <p>8.2.1 A TRADE Fall workshop will be held with DOE and contractor training manager membership specifically to address critical, complex-wide training issues. The TRADE will:</p> <p>(1) address improved cost management of contractor training;</p> <p>(2) pursue with DOE the development of contractor training performance measures;</p> <p>(3) address innovative training technologies that will further reduce the cost of training;</p> <p>(4) seek opportunities for sharing and partnering among DOE contractor organizations to address effective use of training resources, and</p> <p>(5) will provide a report with recommendations to the Management Council by 12/31/99.</p> <p>8.2.2 Using the TRADE home-page, the Fall TRADE workshop, and other communication tools, TRADE will begin an outreach effort to enlighten its membership of 5,000 about the benefits of sharing training programs, materials, and lessons learned. The Executive Committee will establish new mechanisms (such as on-line reporting forms) to promote communication and reporting between contractor trainers and training managers of needs for resources, resources that can be shared among colleagues, and experiences/lessons learned in effectively managing scarce training dollars and resources by 12/31/99.</p>				
Performance Action Milestones:	Start Date	End Date	Labor Estimate	
			Fed Hrs	Contr Hrs
FY1999 Milestones Achieved	10/01/98	09/30/99		
FY2000 Milestones Planned	10/01/99	09/30/00		
FY2001 Milestones Planned	10/01/00	09/30/01		
Subtotals			0	0
			Travel	\$ 0
			Other direct costs	\$ 0
Additional Comments:				
Task Manager: Lisa Carroll, Executive Director, TRADE			Date:	
Executive Secretary Training and Development Management Council:			Date:	

PROJECT MILESTONE CHARTS
(NOT CURRENTLY INCLUDED)

MONTHLY STATUS REPORTS

TASK 1-1	Training Plans/Individual Development Plans/Needs Assessments Status report for the month of:_____ year: _____		
	Performance Objective: Improve and maintain workforce competence		
Performance Measures: In order to support mission accomplishment and performance improvement as well as provide developmental opportunities for employees, DOE elements will have a Training Plan, an Individual Development Plan program, and will complete periodic needs assessments to identify critical training and development needs.			
Performance Expectation: <ul style="list-style-type: none"> 1.1.1 Revise DOE Order 360.1 and associated guidance to clarify the importance of IDPs and supervisor requirements in establishing and maintaining individual development plans by 9/30/99. (Task Lead - B. Joyce) 1.1.2 Revise internal DOE training regulations to more clearly define the essential elements of a training plan and how training plans, needs assessments, and employee IDPs need to be better integrated to make effective use of training in support of mission improvement by 9/30/00. (Task Lead - B. Joyce) 1.1.3 Finalize guidance on how to integrate training plans, IDPs, and training needs assessments and issue guidance by 12/31/99. (Task Lead - C. Thomen) 1.1.4 Revise current training plan guidance to provide more options for smaller organizations and better define training plan requirements by 01/31/00. (Task Lead - C. Thomen) 1.1.5 Update job analysis and individual training needs assessments for critical nuclear safety and technical operations positions by 12/31/00. (Task Lead - D. Roth, also responsibility of FTCP) 			
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: C. Thomen (AL)				Date:	

TASK 1-2	Federal Technical Capability Program Support and Development		
	Status report for the month of: _____ year: _____		
	Performance Objective: Improve and maintain workforce competence		
	Performance Measures: Percentage of complete commitments in the Implementation Plan 93-3 and Action Items established by the Federal Technical Capability Panel (FTCP) in accordance with the directions of the FTCP chair to improve DOE Technical Capability in Defense Nuclear Facilities Programs.		
Performance Expectation: 1.2.1 All of the initial commitments of the 93-3 Implementation Plan will be completed by 9/30/99.			
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 1-2					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: D. Roth (MA-31)				Date:	

TASK 1-3	<h2 style="text-align: center;">Management And Supervisory Training</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Improve and maintain workforce competence		
	Performance Measures: A completed management, supervisory, and team leader training framework document. Identification and definition of minimum training for new supervisors, managers, and team leaders will be identified, e.g. equal employment opportunity and diversity awareness.		
	Performance Expectation: 1.3.1 The framework document will be completed by 9/30/99. 1.3.2 Identification and definition of recommended training for new supervisors, managers, and team leaders will be identified by 1/31/00.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 1-3					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: W. Jones (MA-31)				Date:	

TASK 2-1	<h2 style="text-align: center;">Average Training Cost Per Employee</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Provide training, education, and career development services in a cost-effective manner.		
	Performance Measures: DOE's average training cost per employee is in alignment with similar Federal agencies and the private sector. Contractor training cost will be benchmarked against industry standards.		
	Performance Expectation: 2.1.1 DOE's average training cost per employee will be in alignment with similar federal agencies and the private sector by 12/31/99. 2.1.2 Contractor training costs will be benchmarked against industry standards by 12/00. (TRADE responsibility)		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 2-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: R. Griswold (CH)				Date:	

TASK 2-2	<h2 style="text-align: center;">Duplicate Training Courses</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Provide training, education, and career development services in a cost-effective manner.		
	Performance Measures: A process is in place to minimize duplicate training development efforts. The Training Resources and Data Exchange (TRADE) will identify participating contractor organizations and will foster the use of this process to minimize duplicate contractor training development efforts.		
	Performance Expectation: 2.2.1 A process is in place to minimize Federal and contractor duplicate training development efforts by 12/31/99.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 2-2					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: D. Devine (AL)				Date:	

TASK 2-3	<h2 style="text-align: center;">Training Centers of Excellence</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Provide training, education, and career development services in a cost-effective manner.		
	Performance Measures: Develop a policy regarding the purpose, use, support for and services provided by Training Centers of Excellence. Establish six Training Centers of Excellence to foster sharing of Federal and contractor training resources, reduction in development of duplicate training, and provision of quality training in a specific topical/functional area, e.g., project management.		
	Performance Expectation: 2.3.1 Develop a policy regarding the purpose, use, support for and services provided by Training Centers of Excellence by 09/30/99. 2.3.2 Six Training Centers of Excellence will be established by 12/31/00.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 2-3					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: D. Van Steinburg, S. Young, T. Lockett, D. Roth (MA-31)				Date:	

TASK 2-4	<h2 style="text-align: center;">On-The-Job (OJT) Training Guides</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Provide training, education, and career development services in a cost-effective manner.		
	Performance Measures: Federal and contractor OJT guides are cataloged and made available to all Program Elements and Field Offices. A data call will be conducted and the Training and Data Resource Exchange will support identification of contractor OJT guides.		
	Performance Expectation: 2.4.1 A data call will be conducted and the Training and Data Resource Exchange will support identification of contractor OJT guides. 2.4.2 Federal and contractor OJT guides are cataloged and made available to all Program Elements and Field Offices by 06/30/00.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 2-4					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: A. Corbett (SR)				Date:	

TASK 3-1	<h2 style="text-align: center;">CHRIS Training Administration Module</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Establish a corporate training management information system.		
	Performance Measures: Complete an implementation plan, pilot CHRIS Training Administration and implement complex-wide.		
	Performance Expectation: 3.1.1 Complete an implementation plan, pilot CHRIS Training Administration and implement complex-wide in FY2000. 3.1.2 Contractors will produce training data compatible with the corporate CHRIS database by 12/00.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 3-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: E. Levine (MA-31)				Date:	

TASK 4-1	Training Partnerships/Regional Training Councils Status report for the month of: _____ year: _____		
	Performance Objective: Partner with other Federal agencies, DOE contractors, State and local governments, academia, and non-profit organizations to share resources and provide cross-cutting training in a cost-effective manner.		
	Performance Measures: Amount of cost savings (or cost avoidance) attributed to training partnerships/training councils.		
	Performance Expectation: 4.1.1 Cost savings (or cost avoidance) baseline will be established by 12/31/99. 4.1.2 Cost savings (or cost avoidance) due to training partnerships and/or participation in training councils will increase by the end of FY00.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 4-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: L. Guerra (AL)				Date:	

TASK 5-1	<h2 style="text-align: center;">Technology-Supported Learning Program</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Optimize the use of technology-supported learning.		
	Performance Measures: Both Technology-Supported Learning Implementation Plan and TSL Pilot Project completed.		
	Performance Expectation: 5.1.1 TSL Implementation Plan will be developed and produced by 09/30/99. 5.1.2 Pilot projects demonstrating TSL-based training courses will be completed by 12/31/99.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 5-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: T. Lockett (MA-31))				Date:	

TASK 6-1	DOE Corporate Handbook of Training Standards, Criteria and Metrics Status report for the month of: _____ year: _____		
	Performance Objective: Adopt and apply relevant and established corporate training standards, criteria, and metrics for consistent development, delivery, and evaluation of training.		
	Performance Measures: DOE Corporate Handbook on Training Standards, Criteria and Metrics developed, approved and promulgated.		
	Performance Expectation: 6.1.1 The Training and Development Coordinating Group (TDCG) meets, as needed, to review, revise, adopt and apply relevant and established corporate training standards, criteria and metrics. (MA-31 responsible for this expectation) 6.1.2 A DOE Corporate Handbook of Training Standards, Criteria and Metrics developed and promulgated by 06/30/00.		
	Performance Expectation #	Progress made this month	Issues/Concerns

Labor Summary Task 6-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: C. Byrd (ID)				Date:	

TASK 7-1	<p align="center">Implementation and Evaluation of the Corporate Education, Training and Development Program</p> <p align="center">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Implement and evaluate the corporate education, training and development program.		
	Performance Measures: Availability of necessary resources to meet the performance objectives of the Corporate Education, Training, and Development Business Plan. Plan evaluated for effectiveness.		
	Performance Expectation: 7.1.1 Resource issues and options will be developed and addressed by the Training and Development Management Council. 7.1.2 The Management Council will evaluate the overall effectiveness of the Corporate Education, Training and Development Business Plan by 12/31/01.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 7-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: Chairperson, TDCG				Date:	

TASK 8-1	<h2 style="text-align: center;">Contractor Training Performance Objectives and Measures</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
	Performance Objective: Implement steps to improve contractor employee training performance		
	Performance Measures: Revised training performance objectives appropriate for inclusion in contracts, authorization agreements, or other controlling documents and institutionalized processes for establishing contractor training performance objectives. The revision to DOE Order 350.1 contains an appendix that provides example performance measures related to contractor training. The revision to DOE O 350.1 also contains a Contractor Requirements Document that specifies contractor training requirements that are consistent with the corporate approach to training and objective of the Business Plan.		
	Performance Expectation: 8.1.1 Best practices for existing performance measures related to contractor employee training will be benchmarked and model performance measures will be devised by 9/30/99. 8.1.2 Revised DOE Order will be submitted to the directives system by 9/30/99.		
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 8-1					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: D. Roth, B. Pearce (MA-31)				Date:	

TASK 8-2	<h2 style="text-align: center;">Cost Avoidance through Sharing of Training Resources Among the Contractors</h2> <p style="text-align: center;">Status report for the month of: _____ year: _____</p>		
Performance Objective: Implement steps to improve contractor employee training performance			
Performance Measures: TRADE will: (1) address improved cost management of contractor training; (2) pursue with DOE the development of contractor training performance measures; (3) address innovative training technologies that will further reduce the cost of training; (4) seek opportunities for sharing and partnering among DOE contractor organizations to address effective use of training resources, and (5) increase contractor cost avoidance through sharing of training programs and materials.			
Performance Expectation: <p>8.2.1 A TRADE Fall workshop will be held with DOE and contractor training manager membership specifically to address critical, complex-wide training issues. The TRADE will:</p> <ul style="list-style-type: none"> (1) address improved cost management of contractor training; (2) pursue with DOE the development of contractor training performance measures; (3) address innovative training technologies that will further reduce the cost of training; (4) seek opportunities for sharing and partnering among DOE contractor organizations to address effective use of training resources, and (5) will provide a report with recommendations to the Management Council by 12/31/99. <p>8.2.2 Using the TRADE home-page, the Fall TRADE workshop, and other communication tools, TRADE will begin an outreach effort to enlighten its membership of 5,000 about the benefits of sharing training programs, materials, and lessons learned. The Executive Committee will establish new mechanisms (such as on-line reporting forms) to promote communication and reporting between contractor trainers and training managers of needs for resources, resources that can be shared among colleagues, and experiences/lessons learned in effectively managing scarce training dollars and resources by 12/31/99.</p>			
Performance Expectation #	Progress made this month	Issues/Concerns	Percentage complete

Labor Summary Task 8-2					
Name of Team Member	Fed	Contractor	Hours spent on task for the reported month	Travel costs	Other direct costs
Totals					
Task Manager: Lisa Carroll, Executive Director, TRADE				Date:	

CUMULATIVE TASK COSTS
(NOT CURRENTLY INCLUDED)

PROPOSED COMPLETED PRODUCT MODEL

PROPOSAL

To CLOSE BUSINESS PLAN TASK 02-02

SUMMARY

The Corporate Education, Training, and Development Business Plan Task 02-02 Working Group has completed the agreed to deliverables associated with this task and recommends that Task 02-02 be closed.

The goal of Task 02-02 was to develop a mechanism and policy to minimize the potential for duplicate development activities among federal and contractor training organizations. A ListServ database, known as CrossCutting Training Forum (CCTF), was designed for this purpose. The database, available Department wide, provides federal and contractor training managers a user-friendly platform with which to make sound make/buy training

development decisions.

The CCTF was implemented on September 6, 1999. In the brief time since its implementation, database is providing benefits beyond those envisioned by the Working Group. As expected, training managers are using CCTF for make/buy decisions. However, prior to engaging commercial vendors, they are also querying the system to determine what Department-developed training is available. As this trend continues, significant cost avoidance will be realized.

The Working Group's efforts have prompted several pertinent questions, which are addressed below.

DISCUSSION

How will contractor participation in this process be assured?

The CCTF, by itself, does not assure contractor participation. However, the latest revision to DOE O 350.1, Contractor Human Resource Management Programs, specifically encourages the use of the CCTF. Additionally, proposed language in the revision provides relative assurance that CCTF will be utilized. Initial response indicates that contractor organizations throughout the Department are already taking advantage of the CCTF. Ultimately, it is the responsibility of the cognizant DOE oversight authority to ensure its continued use.

How will training Centers of Excellence be included in this process?

Current Centers of Excellence points of contact (POC) are on the CCTF addressee list. It will be a maintenance responsibility of DOE Headquarters Management and Administration (MA) to ensure that the list is kept current and accurate.

What constitutes the comprehensive database that will be referenced prior to any development of training?

The CCTF's intent is to place the responsibility for determining the need for training development on training managers. Using CCTF, training managers can perform real-time queries of the entire complex to determine if suitable training opportunities exist, or to identify opportunities for sharing development costs with other sites within the Department having similar training development needs.

PROPOSAL

To CLOSE BUSINESS PLAN TASK 02-02

This method was selected because it provides users a current picture of available training within the Department in the easiest and most cost-effective manner possible.

RECOMMENDATION

The Working Group is confident that CCTF will minimize redundancies in current training development activities and provide effective utilization of limited training resources in the future.

The group seeks concurrence of the DOE Training and Development Management Council that the Working Group has accomplished its objectives and that this task is complete.

MINUTES OF TASK MANAGER MEETINGS

**Minutes of
Business Plan Action Plan Teleconference
September 9, 1999**

Attendees:

Field

R. Griswold/CH
C. Thomen/AL
G. Chavez/AL
Liz Guerra/AL
Dick Devine/AL
Al Corbett/SRS
Carole Byrd/ID

MA-31

M. Morris
S. Young
D. Roth
D. Van Steinburg
T. Lockett
W. Jones
B. Joyce

R. Mudd
K. Tercero (Contractor)
M. Wildman (Contractor)

Business Plan Action Plan will include:

- S** Introduction
- S** Task Sheets
- S** Monthly Reports
- S** Milestone Charts
- S** Cumulative cost information

Task Status Sheets:

Task managers will provide a summary of FY99 performance action milestones achieved and use an average hourly rate of \$55.00 for labor estimates thru 9/30/99. The revised task sheets will call for major milestones with projected start/finish dates and estimated labor for the remaining fiscal years as applicable. Task managers should list the major milestones for each performance expectation on the revised task sheets with projected start/finish dates and labor estimates. Starting 10/1/99, task managers will track actual staff hours and be asked to submit the labor/costing information by individual. The task managers will include this information in their monthly status reports to MA-31 who will then use the actual rates to track the hours/dollars. MA-31 and the Task Manager will determine a GS average rate for each individual team member's grade. MA-31 will utilize an excel spreadsheet to compile the costing information. When submitting monthly task status reports (a sample of which will be provided before the first due date in November), Task Managers should also indicate percentage complete on their performance expectations. MA-31 will develop and maintain a gant chart with performance expectations for all tasks and will update the percent completed for each performance expectation on a monthly basis.

Action Items:

- S** Revisions to the task sheets:
 - List additional performance expectation champions in parentheses
 - Use additional comments section to show relationship to other tasks/cross reference purposes
- S** Complete task sheets for TDMC pre-meeting materials /Due date is October 1, 1999
- S** "Reports-outs" will be done for the October 6 TDMC meeting by the task managers.
- S** Carole Byrd requested all current draft documents from other teams
- S** With accompanying e-mail to task managers include:
 - S** Notes from teleconference
 - S** revised task sheets
 - S** "Report-out" information for TDMC meeting

